

# **Louisville Metro EMS 6 Year Strategic Plan**



**FY13-FY19**

Dear Louisville Metro EMS Personnel,

Almost eight years ago, we were given a critical task: to design and build a stand-alone emergency medical service that would use data to support its decision-making and provide quality medical care based on the latest proven treatments and technologies. In those early days, our challenges were relatively fundamental – how many personnel we needed, where our resources should be deployed, even what color our trucks and uniforms should be.

Now, almost a decade later, Louisville Metro EMS has come a long way. Together, we've:

- Expanded your range of skills and made an impact on patient care by implementing the use of new technology, including end-tidal CO2 monitoring for measuring intubation success, alternative devices for difficult airway management and rescue (King), intraosseous infusion devices for emergency vascular access (EZ-IO), and wireless 12-lead EKG transmission for speeding heart attack patients to the cath lab;
- Added up-to-date technology like, wireless tablets, mobile data terminals and AVL/GPS to modernize system operations, improve accountability, and to make your jobs easier on the streets;
- Started our own Training Academy to increase the number of qualified EMTs and paramedics in our community;
- Led the nation by establishing one of the first 911 nurse triage programs in the U.S. designed to assist patients with non-emergent medical concerns; and
- Created career paths for all field personnel, not just for paramedics as in years past.

These are just a few of our many accomplishments. And while we've made a great deal of progress in these first eight years, there is still so much more to do.

Mayor Greg Fischer has challenged us to work with our fellow Metro agencies to create a world-class city with safe and vibrant neighborhoods. To do that, he's looking at us to provide the very best service to our patients and track our results, provide employment opportunities, act as good stewards of taxpayer funds, and use our talents to ensure a safe city that embraces all citizens and improves their quality of life.

This strategic plan will serve as our roadmap for tackling his worthy challenge.

Some of our goals over the next six years are simple, and still others are very complex. In either case, our mission remains the same: to provide high-quality, evidence-based and compassionate out-of-hospital medical care. We will also continue to align our efforts to the data and feedback we receive, invest in our personnel by providing you with educational and advancement opportunities, provide you with the latest treatments and technologies, develop programs to better serve the changing demographics in our patient population, and ask for the public's help in improving survival for our community's sickest patients.

But now is our opportunity to determine what comes next, what LMEMS will look like in its second decade. With your help, we can achieve these goals and more over the next six years. I hope you'll join me in accepting this challenge to help this service – and our community – live up to their unlimited potential.

Thank you,

Neal J. Richmond, M.D.

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**Table of Contents**

<b>Section</b>	<b>Page #</b>
I. Overview of Sections	4
II. Purpose/ Vision of Louisville Metro Government & Mayor's 5 Objectives	5
III. Core Services/Programs	6
IV. Department Objectives	7
V. Goals & Initiatives	8
VI. The Louisville Metro Planning Cycle & Calendar	16

## **Overview of Sections**

### **Vision for Louisville**

The future state Louisville Metro Government envisions for our city, for the residents of Louisville, and for all who visit.

### **Mission**

Why the department exists within Metro and for the community.

### **Core Services/Programs**

What a department provides to residents to fulfill its mission and meet the 5 strategic objectives of Louisville Metro Government: *Deliver excellent city services; Solve systemic budget issues; Take job creation to the next level; Invest in Our People and Neighborhoods, Advance “Quality of Place”; Create plans for a vibrant future.*

### **Objectives**

Louisville Metro Government objectives are the five strategic outcomes the Fischer Administration is driving towards. While every department strives to achieve the 5 objectives for Louisville Metro Government, each has its own functional objectives or high-level accomplishments it strives to achieve to fulfill its mission.

### **Goals**

Departments should include applicable Louisville Metro Government strategic goals as their own, as well as develop department specific short (1-2yr), mid (2-4yr) and long (4-6yr) term strategic goals.

Short term goals (and midterm if feasible) should be Specific, Measureable, Attainable, Realistic, and Time-Framed (SMART) statements about what the department will accomplish within the next 1-2 years to meet its mission, achieve its objectives and support the strategic objectives of the city to help realize the vision for Louisville Metro Government. Mid- and long term goals may be more broad and less “SMART”.

The numbers to the right of each goal indicate which of the five Louisville Metro Government strategic objectives the goal supports. The “Lead” column refers to who has ownership over the goal; however various individuals may lead supporting initiatives to the goal. The “Why” column describes why the goal is important to the department and the residents of Louisville.

The “Initiatives” column lists at a high-level, the specific projects a department will undertake (initiate and/or execute) over the next 1-2 years to help achieve their short and, as appropriate, mid-term goals; individual initiatives are not required, unless clearly known, for mid and long term goals.

The “How” column under mid- and long term goals, explains initial ways in which the department envisions making progress towards the goal.

### **Louisville Metro Planning Cycle & Calendar**

The new fiscal year planning cycle for Louisville Metro Government puts all Departments on the same strategic planning cycle, sequenced to guide budget and operational planning.

### **Purpose and Vision of Louisville Metro Government**

Louisville Metro Government is the catalyst for creating a world-class city that provides its citizens with safe and vibrant neighborhoods, great jobs, a strong system of education and innovation, and a high quality of life.

*“Louisville is a city of lifelong learning and great jobs, wellness, and compassion”*

### **Louisville Metro Government Objectives**

*These five objectives are the ultimate outcomes the Fischer Administration is working hard to achieve.*

- 1. Deliver Excellent City Services.** *We strive to be the best city government in America and will use a robust measurement system to track our results.*
- 2. Solve Systemic Budget Issues.** *We will resolve the structural budget imbalance that limits our city and its growth. Our expenses cannot continue to outpace revenue growth.*
- 3. Take Job Creation To The Next Level.** *We will create a culture of innovation that fosters the growth of 21st Century jobs, focusing on our strategic economic development strengths—lifelong wellness and aging care, value-added logistics, advanced manufacturing, and the food and beverage industry. We will champion a business-friendly entrepreneurial environment that recognizes education is the foundation for job creation. We will work with our schools, colleges and universities to deliver a 21st century workforce.*
- 4. Invest In Our People And Neighborhoods, Advance “Quality Of Place”.** *We will build on Louisville’s unique and creative people and history, embracing all citizens and our growing international population, by improving public transportation, the arts, and our parks. We will ensure a safe, inclusive, clean and green city -- a city that looks toward the future by capitalizing on our diverse population, our geography, and the Ohio River.*
- 5. Create Plans For A Vibrant Future.** *We will develop and begin implementation of a 25-year vision for the city, including targeted neighborhood revitalization. The vision will detail how the city will look, feel and flow in the short, mid, and long term.*

**Department Mission Statement**

To provide high-quality, evidence-based and compassionate out-of-hospital medical care.

**Core Services/Programs**

- ❖ **Emergency Medical Services**  
24/7 response by trained pre-hospital care providers at the EMT and Paramedic level to 911 emergency medical calls for service throughout the city of Louisville.
- ❖ **Nurse triage and assistance**  
Trained nurses located in the 911 communications center who use a computer-based algorithm to triage non-life-threatening medical calls and offer alternative non-emergent transportation and care recommendations to patients.
- ❖ **Support Services**  
Administrative and other functions supporting Louisville Metro EMS agency operations such as personnel, payroll, fleet management, supply, etc.
- ❖ **Training and Education**  
Educators trained in pre-hospital medicine providing required continuing education hours, as well as instruction on the latest in treatments and technologies, to LMEMS personnel.
- ❖ **Public CPR Training and Education Services**  
Educators providing courses for the public, other emergency responders and community healthcare providers in CPR and related disciplines certified by the American Heart Association.

**Department Objectives**

1. Provide 24-hour-a-day, 7-day-a-week pre-hospital emergency medical care and transport.
2. Utilize real-time data and analytics to optimize system function.
3. Invest in professional development, education and training for LMEMS staff to create and retain highly-trained emergency responders and clinicians; seek out and implement new skills and technology to keep the department on the forefront of EMS best practices; ensure officers and preceptors receive the best in medical and leadership training.
4. Implement the latest treatments and technologies in an effort to provide the most effective patient care and to be recognized as one of the most progressive, cutting-edge services in the industry.
5. Develop new programs to provide the highest quality of care to patients with low-acuity medical issues in a manner that is cost-effective and that optimizes the use of emergency resources.
6. Provide CPR training for the public and staff to improve opportunities for survival for patients in cardiac arrest.

**Short Term Goals (1-2yr)**

*The goals listed below detail what the department will accomplish over the next 1-2 years to meet its mission, achieve its objectives and help realize the vision for Louisville Metro Government.*

	Goal	Department Objective	Mayor's Objective	Why	Initiatives
1	<b>Reduce work-related injuries by 5% by FY14.</b>	1-3	1,2	LMEMS recorded 194 work-related injuries in 2012. We need to promote a culture of safety at EMS in an effort to better protect our personnel and to control costs to EMS Operations.	<ul style="list-style-type: none"> <li>• Work with Metro OSHA to conduct an injury analysis to identify trends in injury types.</li> <li>• Incorporate training for EMS employees focusing on safety and injury prevention.</li> <li>• Investigate equipment/techniques that may reduce physical requirements of employees.</li> <li>• Investigate incentive programs for employees who avoid injury over a specified period of time.</li> <li>• Investigate employee wellness program either within EMS or participate in available Metro-wide opportunities.</li> <li>• Investigate partnering with UPS with regard safety training initiatives in the workplace model.</li> </ul>
2	<b>Reduce employee sick leave use by 5% by FY14.</b>	1-3	1,2	We need to foster a culture of wellness and promote better understanding among employees of the appropriate utilization of sick leave benefits.	<ul style="list-style-type: none"> <li>• Implement newly created sick leave policy.</li> <li>• Use corrective action as defined in CBA to counsel employees found to be in violation of policy.</li> <li>• Communicate message to employees about the impact sick leave has on</li> </ul>



Louisville Metro EMS Strategic Plan  
FY13-FY19

					operations.
3	<b>Implement new web-based Personnel Management System using PeopleSoft and Orion software by FY14.</b>	1-3	1,2	We want to utilize our technological tools to track employee scheduling, leave status, attendance and professional development.	<ul style="list-style-type: none"> <li>• Work with MTS to find a technology solution that meets the operational needs of EMS.</li> <li>• Work with MTS to implement the selected solution.</li> </ul>
4	<b>Reduce overtime hours by 5% by FY14.</b>	1,2	2	We want to reduce the number of overtime hours worked due to staff shortages. This will lessen the impact of overtime on our employees, which in excessive amounts may contribute to fatigue, burnout and errors in medical decision-making, and reduce the monetary impact on our budget.	<ul style="list-style-type: none"> <li>• Implement retention program to address turnover issues.</li> <li>• Tighten the hiring process through comprehensive review of polygraph exams; lessen the number of approvals that must be obtained to post, fill, and in the case of employees who must be let go after the conditional offer, re-fill positions; and work with OMB to double-slot open positions.</li> <li>• Fully support the in-house training of LMEMS EMTs to become paramedics.</li> <li>• Implement new sick leave policy.</li> <li>• Work with LMG to allow an established a fee schedule to be applied to all special details to recoup funds for overtime hours used.</li> <li>• Adjust number of employees off per day on vacation to account for months with high sick time usage and IOD based on historical data.</li> <li>• Improve hospital downtimes, resulting in more resource availability</li> </ul>

Louisville Metro EMS Strategic Plan  
FY13-FY19

					<p>to respond to calls for service.</p> <ul style="list-style-type: none"> <li>• Continue close monitoring and management of late runs.</li> <li>• Work with local hospitals to change policies regarding the transfer of patients between hospital departments by LMEMS personnel.</li> <li>• In conjunction with LMG OSHA department and the data gathered in relation to work related injuries and illness, establish specific training programs to address these issues with the intent to reduce work related injuries and lost time incidents which cause overtime.</li> </ul>
5	<b>Reduce fluctuations in inventory of medical supplies, and increase accountability in both Supply and Fleet divisions.</b>	2	1,2	Our supply and fleet divisions are responsible for the medical and fleet expenses for the department. It is imperative we constantly review and track our purchases to ensure we are getting the best price for the products we order and that we are using resources appropriately.	<ul style="list-style-type: none"> <li>• Purchase and implement an inventory distribution system.</li> <li>• Invest in medication/equipment dispensers to ensure resources are being used appropriately and to drive timely reorders.</li> </ul>
6	<b>Establish an ongoing, in-house paramedic training program in FY13.</b>	3,4	1,3	It is important to provide the highest level of pre-hospital care to the citizens of our community. Due to a national shortage of paramedics, it has become increasingly difficult to	<ul style="list-style-type: none"> <li>• Secure funding to continue the internal paramedic training program to afford opportunity for our currently employed emergency medical technicians an opportunity to advance.</li> <li>• Work with OMB and HR to allow</li> </ul>

Louisville Metro EMS Strategic Plan  
FY13-FY19

				recruit and hire qualified paramedics. For this reason it is extremely important to provide advancement opportunities for current staff to become paramedics.	EMTs chosen for the program to be temporarily assigned to a paramedic vacancy so the EMT vacancy can be occupied to lessen the impact to service delivery. This will allow us to improve service delivery with minimal impact to the system.
7	<b>Establish a professional development program for all current supervisors by FY14.</b>	3	3	This will further develop and promote well trained leaders within our organization and provide the necessary tools and resources for our leadership to manage day to day operations.	<ul style="list-style-type: none"> <li>• Over the next 2 years all our Operations leadership will attend the LMG SEAD training.</li> <li>• Work with LMG training and education department to assist with specific needs of our department.</li> <li>• Look to outside resources for leadership and management training.</li> <li>• Establish an operations officer training program that must be completed within a year of being promoted.</li> <li>• Establish a minimum leadership/management training prerequisite for up and coming supervisors.</li> </ul>
8	<b>Develop and implement an updated and enhanced version of medical protocols by the end of FY13.</b>	3,4	4	New protocols will provide our patients with the highest-quality, most up to date, data driven, evidence-based pre-hospital care.	<ul style="list-style-type: none"> <li>• Develop a set of protocols consisting of the highest quality, evidence based, and nationally accepted pre-hospital medical care guidelines.</li> <li>• Expand the scope of practice for the Emergency Medical Technician through state approved Pilot Projects.</li> <li>• Allow EMTs and paramedics to operate more effectively by having more standing orders and adding</li> </ul>

Louisville Metro EMS Strategic Plan  
FY13-FY19

					<p>specific quality assurance triggers.</p> <ul style="list-style-type: none"> <li>• Establish a training schedule and outline to roll out protocols to staff.</li> <li>• Budget, purchase and implement protocol monitoring software to ensure protocol compliance.</li> </ul>
9	<b>Realign resources and retrofit LMEMS to meet entire spectrum of patient needs by FY15.</b>	4, 5	1,2,5	Patients' health care needs are not one-size fits all. LMEMS' should provide services that meet the health care needs of the community.	<ul style="list-style-type: none"> <li>• Establish a community paramedicine program.</li> <li>• Create partnerships with public/private entities to provide primary (NP) care.</li> <li>• Create partnerships with social work/behavioral health providers.</li> <li>• Continue to expand PSIAM program.</li> <li>• Investigate revenue sharing partnerships with local hospitals to incentivize seamless continuity of care.</li> </ul>

**Mid-Long Term Goals (2-6yr)**

*The goals listed below detail broad goals the department plans to achieve over the next 2-6 years to meet its mission, achieve its objectives and help realize the vision for Louisville Metro Government.*

	Goal	Department Objective	Mayor's Objective	Why	How
1	<b>Create opportunities for members of the public to become certified EMTs, and for LMEMS employees to become certified paramedics.</b>	1, 3	1-3	We need to address the shortage of qualified EMTs and paramedics in our community. Addressing this shortage will create operational efficiencies and provide a higher quality of care to our	<ul style="list-style-type: none"> <li>• Continue to hold paramedic classes for current Metro EMS EMTs who wish to advance in their career.</li> <li>• Partner with outside organizations (e.g., Kentuckiana Works) to utilize federal workforce development funds to increase the number of certified EMTs and paramedics.</li> </ul>

Louisville Metro EMS Strategic Plan  
FY13-FY19

				patients.	<ul style="list-style-type: none"> <li>Investigate a relationship with the military to offer EMT and paramedic training to exiting service members who have GI Bill funding available.</li> </ul>
2	<b>Increase diversity of EMS personnel.</b>	1	1,4	We need to recruit a diverse workforce so that our employees more accurately reflect the demographics of the population we serve.	<ul style="list-style-type: none"> <li>Increase the number of qualified applications received from underrepresented groups.</li> <li>Ensure selection process does not result in adverse impact on protected groups.</li> <li>Attend job/career fairs directed towards underrepresented groups.</li> <li>Partner with non-profit organizations in underrepresented communities to increase awareness of careers at EMS.</li> </ul>
3	<b>Provide enhanced training opportunities for employees and managers by FY15.</b>	3	4	Our employees should benefit from this training designed to enhance their skills. These training initiatives are free and align EMS with other Metro employees.	<ul style="list-style-type: none"> <li>Partner with the Metro HR Training Division to identify employees who do not comply with mandated training requirements for Metro Employees.</li> <li>Work with the Metro HR Training Division to offer the training opportunities for EMS employees that better meet the needs of EMS Operations.</li> </ul>
4	<b>Increase CPR Training Center outreach efforts 5% through establishment of public education programs.</b>	6	1,2	Public education is a vital portion of the EMS system. It is important for the public to understand how and when to access our EMS system and to be trained in CPR and first aid. This will also enable us to address general fund shortages through increased agency receipts.	<ul style="list-style-type: none"> <li>Continue to offer CPR classes to the public and promote to expand the program.</li> <li>Look for other training opportunities to offer the public and other Metro agencies at an affordable cost to them while bringing in needed revenue for EMS.</li> <li>Continue to research and apply for private and government grants to assist</li> </ul>

Louisville Metro EMS Strategic Plan  
FY13-FY19

					in capital and operating expenses.
5	<b>Establish a fleet replacement schedule.</b>	1, 2, 4	1	A vast majority of our units have 250,000 mile plus some at the 300,000 range. This presents a constant unit status problem with multiple units down per day for mechanical problems.	<ul style="list-style-type: none"> <li>• Request fleet replacement funds during the budget development process.</li> <li>• Replace 10 units per year for 4 years to establish our ambulance replacement schedule.</li> <li>• Continue to apply for grants to assist with buying new ambulances.</li> </ul>
6	<b>Triage 30% of low severity calls out of the 911 EMS system over the next 3 years and 50% of low severity calls within 5 years; create an EMS system that is an integrated part of community health care delivery by FY19.*</b>	5	1,5	Low severity 911 medical calls result in inconsistent and inadequate care as well as costly and inappropriate resource utilization.	<ul style="list-style-type: none"> <li>• Expand nurse triage program.</li> <li>• Expand non-Metro transportation; establish patient care navigators for non-emergent needs, link non-emergent patients to primary care physicians and urgent care centers.</li> <li>• Pursue national funding opportunities.</li> </ul>
7	<b>Review operating purchases to ensure EMS is as fiscally efficient as possible.</b>	2	2	Our supplies division and fleet division are responsible for the medical and fleet expenses for the department. It is imperative we constantly review our purchases to ensure we are getting the best price for the products we order.	<ul style="list-style-type: none"> <li>• Review and rebid contracts as the market prices change to our advantage.</li> <li>• Continue to monitor supplies to ensure items are being used properly and not being mismanaged.</li> <li>• Continue to look for alternate suppliers of services and supplies that offer cost savings.</li> <li>• Continue to use and expand other Metro agencies for Fleet repairs for cost savings.</li> </ul>
8	<b>Contribute to the development of national EMS performance standards through research and data analysis; and to public</b>	2-5	1	Current national standards for EMS performance are limited and with little evidence to support them. LMEMS is in a position to	<ul style="list-style-type: none"> <li>• Define operational and medical metrics and performance measures to optimize system function and quality of care.</li> <li>• Utilize data management tools to collect, analyze and interpret the value</li> </ul>

Louisville Metro EMS Strategic Plan  
FY13-FY19

	<b>awareness of effective emergency medical response strategies.</b>			use its technology and system analytics to contribute to the literature on EMS medical and operational performance measurement.	<p>of such measures.</p> <ul style="list-style-type: none"> <li>• Prepare results for publication and discussion at national scientific and trade meetings.</li> <li>• Conduct a public education campaign explaining emergency response policies and procedures.</li> </ul>
9	<b>Create an EMS physician fellowship at LMEMS</b>	3, 4	1	EMS is the newest subspecialty under the American Board of Medical Specialties. LMEMS should be at the front of this emerging field, preparing physicians to assume Medical Direction and Oversight roles in the pre-hospital field.	<ul style="list-style-type: none"> <li>• Create collaborative Fellowship program with local or regional university.</li> <li>• Design fellowship requirements and complete fellowship application for subspecialty Board status.</li> <li>• Secure funding stream to pay Fellow's salary.</li> </ul>

**\*Innovation Delivery Team supported goal** - *In 2011, Bloomberg Philanthropies awarded Louisville a \$4.8 million grant to help bring innovation and breakthrough ideas to improve city services. Louisville was one of five large cities to receive a grant, which will be matched by \$1.6 million in local money. The money funds our Innovation Delivery Team (IDT), which works full-time with departments on problem solving to achieve the IDT related goals.*

## Louisville Metro Government (LMG) Planning Cycle

### Louisville Metro Planning Cycle

The new fiscal year planning cycle for Louisville Metro Government puts all Departments on the same strategic planning cycle, sequenced to guide budget and operational planning.





**Louisville Metro Government Planning Calendar**

May	June	July	August	Sept.	Oct.	Nov.	Dec.	Jan	Feb	March	April
	Final Budget Released	Start of New Fiscal Year						Mayor Releases Strategic Plan			
Louisville Metro Current State Internal Assessment			Louisville Metro Senior Leadership Visioning retreat	Refine Louisville Metro Goals & Tactics	Provide Draft Louisville Metro 6 Year Strategic Plan to Departments			Mayor and Senior Staff review and reconcile with Mayor’s priorities and work with Departments and OMB to finalize budget proposal by May 1			
Louisville Metro External Assessment (e.g., Macro Trends, Benchmarks, Best practice)					Develop Department 6 Year Strategic Plans			Departments Finalize Strategic Plans & Develop 1 year Budgetary and Operational Plans		Departments finalize 1 year Budgetary and Operational Plans	
				Departments conduct their own internal and external assessments							